

Syllabus

Aviation Auditor Training / Pro+L

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1 Day 1

1.1 Module 1: Kaizen & Continuous Improvement		
Objectives	Contents of module	Practical Training/Discussion
Objective 1: Understand business core processes and its environment Objective 2: Understand the Kaizen concept and the best way to implement it within your organization	1. Definitions <ul style="list-style-type: none"> • Core processes • Effectiveness vs. Efficiency • Benchmarking • (Kai) ZEN 	
	2. The Kaizen Philosophy <ul style="list-style-type: none"> • Introduction to Kaizen • Continuous Improvement (using common sense) • Monitor and eliminate non-value activities (Muda) • Identify value-adding activities • Resistance to change 	Group discussion on different aspects of “waste”
	3. Examples of Kaizen: <ul style="list-style-type: none"> • Kaizen in Aviation 	Group discussion on various situation of successful “Kaizen” implementation
	4. Kaizen in practice: <ul style="list-style-type: none"> • Designing a Safe System • Methodology of Systems Design 	

1.2 Module 2: Evolution QMS - SMS		
Objectives	Contents of module	Practical Training/Discussion
Objective 3: Learn about the evolution of Safety in Aviation business	1. Definitions <ul style="list-style-type: none"> • Concept of safety • SMS 	
	2. Evolution of Safety Thinking <ul style="list-style-type: none"> • Progress of safety in Aviation • Safety Management Systems 	
	3. Updated standards <ul style="list-style-type: none"> • EASA-OPS • IOSA • ISAGO 	Interpretation Issues
	4. ICAO Annexes & SMS <ul style="list-style-type: none"> • ICAO Documentation • Safety Management Manual 	

2 Day 2

2.1 Module 3: Audit Preparation		
Objectives	Contents of module	Practical Training/Discussion
Objective 4: Understand the steps of audit preparation	Audit Methods: <ul style="list-style-type: none"> • Process oriented • Chapter oriented • Department/ Business Unit • Event based • Workshop 	Discussion on “Organisational impact of SMS implementation”
	Audit Process Overview: <ul style="list-style-type: none"> • Quality assurance programme • Audit programme 	
	Audit Planning <ul style="list-style-type: none"> • Timelines • Roles & responsibilities • Audit Team Management 	Audit Schedule Preparation
	Audit Checklist <ul style="list-style-type: none"> • Construction of a checklist • Systems Policies and Procedures 	Audit Checklist preparation

2.2 Module 4: Audit Conduct		
Objectives	Contents of module	Practical Training/Discussion
Objective 5: Gain knowledge about the necessary characteristic of a typical Auditor Objective 6: Learn how to perform an audit using the best practices	1. Auditor Attributes: <ul style="list-style-type: none"> Auditor behavioural traits 	
	2. Behaviour & Interactions	
	3. Auditor practices <ul style="list-style-type: none"> Good Practices Practices needing improvement 	
	4. Assessing Evidence <ul style="list-style-type: none"> Sources and Reliability Misleading Information Strengthening the Evidence Base Validity, Repeatability, Reliability 	
	5. Lessons Learned <ul style="list-style-type: none"> Assessing evidence On-site Observations 	Audit Conduct

3 Day 3

3.1 Module 5: Relation Management		
Objectives	Contents of Module	Practical Training/Discussion
Objective 7: Understand the generic concept of “culture” Objective 8: Understand the concept of corporate culture and its impact on the organization Objective 9: Learn how to manage conflict within a multicultural context	1. Establishing Relationships: <ul style="list-style-type: none"> Techniques for setting up relations 	Group discussion on severity and probability
	2. Cultural Aspects: <ul style="list-style-type: none"> Concept of Culture Organizational Culture Intercultural competences 	Practical examples on cultural clashes Auditing SMS in multicultural environment
	3. Conflict Management: <ul style="list-style-type: none"> What is conflict? Fixing common objectives Conflict characteristics Approaches to managing conflicts 	Conflict Handling

3.2 Module 6: Auditing a Safety Management System		
Objectives	Contents of Module	Practical Training/Discussion
<p>Objective 10: Understand the concept of hazard/ risk</p> <p>Objective 11: Learn about SMS elements and how to audit them</p> <p>Objective 12: Learn risk identification/ mitigation and change management</p>	<p>1. Definitions:</p> <ul style="list-style-type: none"> • Hazard/ Consequence • Risk • Safety Performance Measurement 	
	<p>2. Safety Data Cycles:</p> <ul style="list-style-type: none"> • Quality Cycle • State Safety programme • Safety Assurance 	Group discussion of triggers of safety risk evaluation by means of example
	<p>3. SMS Components:</p> <ul style="list-style-type: none"> • SMS toolbox • Safety Policies & Objectives • Safety Risk Management • Safety Assurance • Safety Promotion 	QMS-SMS Integration
	<p>4. Acceptable Means of Compliance</p>	Checklist for Auditing SMS Auditing SMS with Cultures

4 Day 4

4.1 Module 7: Meetings & Presentations		
Objectives	Contents of module	Practical Training/Discussion
Objective 13: Learn how to manage audit meetings and debriefings	1. Meetings: <ul style="list-style-type: none"> • Basic rules for conducting meetings • Team briefings • 10 Commandments for meetings 	
	2. Presentations: <ul style="list-style-type: none"> • Presentation skills • Preparation • Tips for presentation 	
	3. Status Meetings: <ul style="list-style-type: none"> • Team briefing before • Daily team meeting • Daily auditee briefing • Final team meeting • Team de-briefing 	Closing Meeting

4.2 Module 8: Audit Report		
Objectives	Contents of Module	Practical Training/Discussion
Objective 14: Learn about types of non-conformities Objective 15: Learn how to develop and deliver the final report	1. Level of Non-Conformities: <ul style="list-style-type: none"> • Level 1 -High (Safety Relevance) • Level 2 - Medium (Regulatory Relevance) • Level 3 - Low (Suggestion) 	
	2. Writing Findings: <ul style="list-style-type: none"> • Tips 	
	3. Audit Conclusions <ul style="list-style-type: none"> • Structure 	Narrative Audit Report

5 Day 5

5.1 Module 9: Follow Up (L)		
Objectives	Contents of Module	Practical Training/Discussion
Objective 16: Learn how to identify event causes and prevent quality deficiency	1. Definitions <ul style="list-style-type: none"> • Pareto Principle • Failure Tree Analysis • Ishikawa-Diagram (Fishbone Diagram) 	
	2. Corrective Action record <ul style="list-style-type: none"> • Audit origin • Auditor Comment • Responsibility • Root Cause • Corrective Actions • Verification 	
	3. Root Cause Analysis <ul style="list-style-type: none"> • The Concept • Root Cause Analysis in Aviation • The 5 Why's • MORT Approach 	Root Cause Analysis
	4. Corrective Actions <ul style="list-style-type: none"> • Root Cause Prevention • Prevention of Recurrence • Resource Management & Allocation 	Corrective Actions (optional: TBD)